

In-Bound Personnel Guide

12 January 2004



Welcome to the USACE Afghanistan Area Office!



COL Richard L. Conte
Commander

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DEPARTMENT OF THE ARMY

TRANSATLANTIC PROGRAMS CENTER

U.S. ARMY CORPS OF ENGINEERS

Afghanistan Area Office – Kabul

APO AE 09356



Subject: Letter from the Commander

1. I would like to express my sincere appreciation for your interest in helping us rebuild the country of Afghanistan in our fight in the Global War on Terrorism. Our mission here is not routine. It is significant. It is challenging. And it has an immediate impact on the success or failure of the US strategy in combating terrorism. I can assure you that your stay here will be demanding yet incredibly fulfilling. It is vital that those who deploy here be able to not only work in a demanding combat zone environment, but also work as a team.

2. Duty here is not for the faint of heart. This country has been absolutely devastated and living and working conditions can be harsh. We operate in an “expeditionary” environment - that means we work 7 days a week with occasional time off for good behavior. It is physically and mentally demanding and there is a constant concern for personal safety. But hard work is rewarded. You will see tangible progress daily. And as a rule, the Afghan people are profoundly grateful for our presence and our efforts to help them achieve peace and security after 24 years of war.

3. Our work here spans the full spectrum of engineering. At one time or another we have been responsible for everything from erecting tents and filling sandbags to construction of entire installations. We are directly responsible for the day to day quality of life for the fledgling Afghan National Army (ANA) as well as building their new facilities. We are also beginning to build new bases for US Forces and will participate in other economic development and humanitarian projects sponsored by USAID, other donor nations, and our Department of Defense. Our role is expanding to include reconstruction efforts. We anticipate playing a major role in redevelopment of Afghanistan’s infrastructure. The potential role for the Corps of Engineers is absolutely boundless and will continue to grow as we make those we support successful.

4. This handbook describes life in Afghanistan, as we know it today. As we expand our program and finish the major work in the capital area, we will open a new chapter in the history of AAO. In just a few months, we expect to open resident offices in as many as six different cities in outlying provinces. We will again face the challenge of operating in a new environment under austere conditions. On 1 March we will become the Afghanistan Engineer District (AED).

5. Again, I thank you for your interest and I hope to welcome you to the Afghanistan Area Office in the near future. You will be an integral part of the history of the new Afghanistan and our fight against terrorism – *Essayons!*

Introduction to Afghanistan

So, you've just heard that you will be deployed to Afghanistan to work at the U.S. Army Corps of Engineers Afghanistan Area Office (AAO) in Support of Operation Enduring Freedom? Don't panic. It's not that bad...(really). We've decided to publish this handy little guide to help make the trip here and your time at the AAO a little easier and more fulfilling. This guide is the culmination of the trials and tribulations (and travel horror stories) of all those who have gone before you in making this journey. Remember, those who do not remember history, are doomed to repeat it (or something like that). Pay heed.

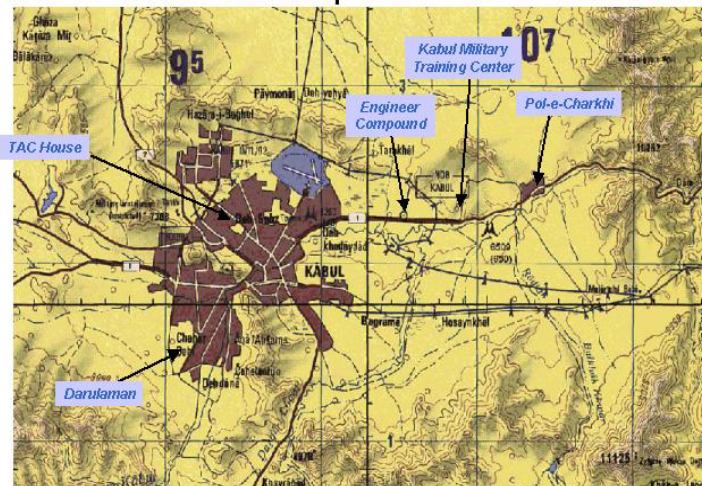
Orientation/Lay Of The Land



The Afghanistan Area Office is located in Kabul, the capital of Afghanistan, but we have personnel stationed throughout the country. Situated in Southern Asia, it is a landlocked country roughly the size of Texas. Afghanistan is high desert and similar in appearance to the desert surrounding Las Vegas, but at a much higher altitude. Afghanistan's recent history is characterized by war and civil unrest. The Soviet Union invaded in 1979 but was forced to withdraw 10 years later by anti-Communist mujahadeen forces supplied and trained by the US, Saudi Arabia, Pakistan, and others. Fighting subsequently continued among the various mujahadeen factions, giving rise to

a state of warlord-ism that eventually spawned the Taliban. Backed by foreign sponsors, the Taliban developed as a political force and eventually seized power. The Taliban were able to capture most of the country, aside from Northern Alliance strongholds primarily in the northeast, until US and allied military action in support of the opposition following the 11 September 2001 terrorist attacks forced the group's downfall. In late 2001, major leaders from the Afghan opposition groups and Diaspora (expatriate Afghans) met in Bonn, Germany and agreed on a plan for the formulation of a new government structure that resulted in the inauguration of Hamid Karzai as Chairman of the Afghan Interim Authority (AIA) on 22 December 2001. The AIA held a nationwide Loya Jirga (Grand Assembly) in June 2002, and Karzai was

Map Overview



elected President by secret ballot of the Transitional Islamic State of Afghanistan (TISA). The Transitional Authority has an 18-month mandate to hold a nationwide Loya Jirga to adopt a constitution and a 24-month mandate to hold nationwide elections. In December 2002, the TISA marked the one-year anniversary of the fall of the Taliban. In addition to occasionally violent political jockeying and ongoing military action to root out remaining terrorists and Taliban elements, the country suffers from enormous poverty, a crumbling infrastructure, and widespread land mines¹. TAC House is located near the center of Kabul and 1.5 miles east of the US Embassy. The main US military presence, the Kabul Compound, is located less than a mile from TAC House and is where the senior US military staff in Kabul works. The Kabul Compound is also where TAC House residents can send mail home, work out in the gym, visit the health clinic, get haircuts, fuel up vehicles, use the SIPRNET, and take advantage of the free laundry service. Travel to and from Kabul Compound requires a minimum of two people, one of whom must be a shooter.

Afghanistan is divided into three geographic regions. The elevation ranges from 500 feet above sea level in the Southwestern Plateau to 25,000 feet in the Central Highlands. Afghanistan has a mostly dry climate marked by seasonal, regional, and daily temperature extremes. The country also has the "Wind of 120 Days," which blows from June through September at velocities that occasionally exceed 110 mph. In the west, mean daily maximum temperatures in summer (April through September) and winter (October through March) generally is 20°F warmer than those in Kabul; extreme winter highs and lows are 100°F and -3°F, respectively. Countrywide, the extreme summer high temperature is 118°F in the west, and the extreme low temperature is -4°F in Kabul. The rainy season lasts from October through April. Although rainfall usually is scant, periodic heavy rains combined with melting snow have caused flooding. Generally, no area receives more than 15 inches of rain annually². For more information go to: <http://www.culturalorientation.net/afghan/atoc.html>



Mark Koenig and Rod Staunton with ANA soldiers
at Pol-e-Charkhi

The mission at TAC House is primarily one of rebuilding the Afghan National Army's infrastructure, to include troop barracks, dining facilities, firing ranges, roads, classrooms, sanitation facilities, mosques, etc. We also have a road building project from Kabul to Khandahar. Our main areas of concentration at this time are currently the Presidential Palace, the Pol-e-Charkhi Afghan Army Base, and the Kabul Military

¹ CIA World Factbook 2002

² The Soldier's Guide to Staying Healthy in Afghanistan.

Training Center, the Darualaman ANA installation, and the ANA training and firing ranges. Most job sites are no more than a thirty-minute drive from the TAC House and we have a fleet of commercially leased non-tactical SUVs. More missions come into TAC House regularly and we plan to be quite busy over the next several years supporting the ambitious rebuilding plans of the Afghan Interim Authority.

TAC House

Meals

All things considered, life in Kabul at the TAC House is pretty comfortable. Apart from the obvious challenge of being far from family and friends (and living in a third world country with a shattered infrastructure), TAC House has most of the comforts of home. We employ two full time cooks and our groceries are trucked in weekly from Bagram Air Base to ensure quality and sanitation. It is prepared on sight in our kitchen, under the supervision of military staff. Most TAC House residents agree that the food is top notch compared to your typical Army meal. Daily meals served at TAC House include a hot breakfast starting at 6:30 am and dinner, 5:30 pm, with lunch consisting either of a pre-packaged MRE, light snacks, or a visit to one of the other foreign military chow halls in Kabul. The ongoing favorites are the Italian, Spanish, and German Army mess halls, all of which are conveniently near our work sites. Aside from regular meals, TAC House is usually chock full of snacks, instant noodles, coffee, tea, soft drinks, popcorn, juices, Gatorade, candy, ice cream, you name it. Eating at local restaurants is not allowed due to the serious shortage of potable water in this country, lack of proper sanitation, and high rates of dysentery and other food borne diseases.



**MAJ Dave Barnhart and MSG Ken Cunningham
working the grill at a Friday BBQ**

Fridays in Afghanistan are holy days for Muslims so a lot of the job sites are either shut down or working on a skeleton staff. The Commander encourages TAC House residents to take it easy on Fridays and we host a barbeque for residents and guests from the area. Standard fare for the barbeque has included steaks, Alaskan crab legs, lobster tails, corn on the cob, hamburgers and hot dogs. Volleyball and basketball are a favorite past time on Fridays here.

AAO Quarters



TAC House now consists of two adjacent estates in central Kabul. The original TAC House, pictured on the first page, was formerly the headquarters of CBS News in Afghanistan. We recently leased a large villa that was formerly occupied by the United Nations Assistance Mission in Afghanistan (UNAMA) (left). It is adjacent to the main compound and we are in the process of refurbishing it for use as office space, conference areas, an on-site gymnasium, and residences. This addition will greatly increase

our footprint here and will ease some recent overcrowding and three-to-a-room situations we've experienced of late. Personnel are assigned to single rooms based on their tour length and arrival date at AAO, but the majority of personnel have at least one roommate.

Some of the residential rooms contain high-speed Internet hook-ups piped through a satellite uplink. Many rooms have telephones linked with TAC in Winchester via voice over IP (VoIP). Internet speeds consistently range from 150kbps to 250 kbps, a miracle by Afghan standards. Many rooms have either a Dell Desktop computer or a laptop and most have DVD players. Many AAO employees enjoy watching DVDs, sending e-mails, or surfing the Internet in their spare time.



We also recently installed heating and air conditioning in all the rooms in the original house and plans are to expand eventually throughout the new compound. This was a popular upgrade considering the sweltering summers and frosty winters that can occur here.

Kabul city power is spotty at best, so we rely on a recently purchased two 100 kva generators (left) to supply our power (with city power as a backup.) Most electrical connections are European 220v with the double round prong plugs. We do have some 110v power converters, but it is a good idea to

bring plug adapters for your appliances and electronics that work on both standards (110 and 220).

Both houses contain several large bathrooms with showers and waits for the bathroom are usually pretty short. You will need to supply your own toiletries and personal comfort items. Soap and shampoo are not supplied, but many care packages from home contain these types of items so they are not in short supply here. Shower shoes or flip flops are a must.

Bed sheets are supplied here but most folks either bring a blanket and pillow along or purchase one at a local bazaar or the PX at Camp Phoenix, a short drive away from TAC House here in Kabul, or Bagram Air Base, an hour and ten minutes away (more on Bagram later). Our staff just purchased a new supply of beds to accommodate incoming personnel so no one should have to use a cot.

There are presently two washing machines located at TAC House. They are fairly complicated beasts and nothing like we are used to in the States. Most folks take their laundry to the Kabul Compound where it is washed and folded by a local contractor and returned usually 1-3 days later. *****Do bring a laundry bag with your nametape or other means of identification sewn on it.** We also employ a house boy who will wash and line dry your uniforms and fold them for two dollars a set, a good deal even by Afghan standards. Kabul Compound will not allow you to send your DCUs to the contracted laundry service due to security considerations.



You can expect to have a roommate when you get here. Accommodations are comfortable but tight. Sleeping hours generally range from 10:00 pm to 5:30 am but many folks work late and sleep a little later than others. There is one formation per week for accountability reasons and to disseminate important information to the group. There is also a Saturday house meeting where we discuss house related issues, and of course there are nightly engineering and contracting meetings, as well as regular VTCs with the States. Cleanliness is important here due to the dust problem. All TAC House residents are assigned to a squad and all squads are assigned areas of responsibility for cleaning. The system works well and we keep the house fairly clean.

Shopping in Afghanistan

Bring plenty of one and five dollar bills when you come to Afghanistan. Depending on the security situation here, there may be weekly bazaars held at local military installations where local Afghan vendors sell their wares to



coalition forces at low prices. The vendors rarely have correct change and it's tough to get small bills at the Army finance office. Favorite items found at the local bazaars include fine woodcarvings, jewelry, DVDs, CDs, Afghan clothing, traditional wool and silk rugs, electronics, etc. Bargains abound, but prepare to haggle, haggle, and haggle. It is a time honored ritual among the vendors and it is expected. Aside from shopping at the bazaars, we also make weekly re-supply runs to Bagram Air Base, an hour and ten minutes from TAC House. There are a BX/PX at Bagram and also one at Camp Phoenix that contains many of the essentials you'll need here if you run out. If you are not along for the ride to Bagram or to Camp Phoenix, one of your fellow housemates who will be sure to get what you need.

Communications

TAC House is one of the best connected places in Kabul and our satellite Internet hookup is the envy of the military community here. Internet service is reliable and nearly as fast as what you are probably used to at your district or division. Most rooms have computers and there are several desktops available in the offices for use after business hours.



We also have satellite television in our day room and we presently get Fox News, Sky News (UK), MTV India, ESPN India, Starz movie channels, the National Geographic Channel, and a few more. We also receive the Armed Forces Network via satellite and these channels include AFN Sports, an all news channel, and several entertainment channels.

We recently installed DSN calling capability to TAC House. This important and timely upgrade allows us to make official DSN calls around the world and also allows us to make morale calls to loved ones in the States via any DSN operator near your home or with a calling card by calling the long distance carrier's 800 number in the States. You will also be able to receive calls in your room via a commercial Virginia (540) phone number at TAC that will route through our satellite here. It's pretty neat. Keep in mind there is a substantial time difference of 8.5 hours from Eastern Standard Time during daylight savings time periods and 9.5 hours difference during Standard time periods. (See phone list on page 20.) The half hour difference in Afghanistan is attributable to the fact that the country straddles two time zones (GMT +5 and GMT +6) and I guess they decided to split the difference.

Go to this site for the current Kabul Time:

<http://www.timeanddate.com/worldclock/city.html?n=113>

We do have several Iridium satellite phones for use at job sites, when traveling, and for emergencies. Although these are primarily for work-related calling, they can be used in

an emergency to contact family members in the States if the DSN lines are down and if there are no cell phones available.

Also, many folks here have TAC House issued Afghan cell phones for work use. They can be used for personal use to call loved ones in the States or receive calls from the States in an emergency. The only catch if you use the cell phones for personal use is that you will pay for the airtime by purchasing Afghan phone cards. There is no charge to receive calls on the cell phones. Now that we have DSN and Stateside calling capability, communicating with colleagues, friends, and loved ones in the States is much, much easier.

Due to the vast distances our calls to the States cover, there is a fraction of a second delay to deal with. It can be annoying, but you get used to it.

US Mail arrives via Bagram Airbase and is trucked up to the Kabul Compound and eventually distributed to TAC House. Average times for mailing packages has been 2-3 weeks and 7-10 days for letters. You can mail letters (up to 13 ounces) free of charge. Larger packages are assessed at standard US postal rates. No package sent from here or to here can exceed 130 inches total (length + height + circumference) and all packages are subject to inspection by postal authorities. Packages from home are big morale boosters here and many folks send items home they purchase at the bazaars.

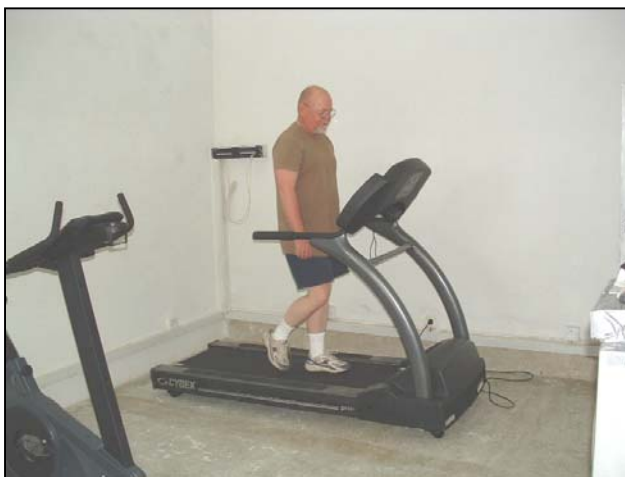
Mailing Address (APO)

*Your Name (no rank)
US Army Corps of Engineers
Afghanistan Area Office
Attn: TAC House
APO AE 09356*

Mailing Address (FEDEX)

*Your Name
US Army Corps of Engineers
TAC House
Chara-e-Shirpar
Next to UNAMA Compound
Kabul, Afghanistan*

Physical Fitness



Mike Maynard setting the pace on our treadmill

TAC House has its own work out room, complete with a high quality treadmill, exercise bike, Bowflex machine, and TV/DVD/VCR. We also recently purchased some free weights and more equipment will be added in the future. There is a larger gym located at the Kabul Compound, a three minute drive from TAC House. Additionally, Camp Phoenix (home of the 10th Mountain Division here in Kabul) has a nice gym and running area.

Security

Afghanistan is still designated by DoD as a combat zone. US and coalition forces occasionally engage enemy Taliban and Al Qaeda remnants trying to regroup near the Pakistan-Afghanistan border. This area is several hours away from Kabul. It is generally agreed that the greater Kabul area (which includes our job sites) is the safest area in Afghanistan but the threat remains so be vigilant. With that said, TAC House remains vigilant and wary of threats to our personnel and operations and we provide updates to personnel on the threat on an as needed basis. We have our own Military Intelligence officers who stay abreast of the situation via liaison with other coalition FP and intelligence officials and they provide the residents with regular updates and security advisories.

The Afghan people are generally supportive of mission here and often point to the fact that it is the foreign influence from radical Islamic states that causes the majority of problems in the region. A 5,000 strong International Security Assistance Force (ISAF) patrols the greater Kabul area 24 hours a day, as well as over 8,000 US forces in the country, and 5,000 Afghan National Army soldiers.

Like in any third world country (and many first world countries), terrorist incidents do occur here and AAO remains vigilant. You will be briefed thoroughly on security issues when you arrive at TAC House. All steps will be taken to ensure your personal security here.



At TAC house we are enclosed in a walled, gated compound in a relatively “upscale” section of Kabul and protected 24 hours a day by a staff of armed contract guards cleared through the US Embassy. In addition, there are usually armed US Military personnel on the grounds. Our MI Force Protection team supervises the guard staff.

Traveling to and from the job sites requires that all vehicles have at least one armed US military person. Journeys outside of the ISAF patrolled areas (greater Kabul) require two vehicle convoys at least two armed military members per vehicle with at least one being armed with a rifle.

Uniform Wear and Appearance

All military and civilian residents of TAC are required to wear the Desert Camouflage Uniform (DCU) during work hours. Civilian attire is permissible after duty hours around the house, or on Fridays during shopping trips. All personnel are required to wear their standard issue body armor when traveling in vehicles and the wear of the Kevlar helmet is highly encouraged. Also, when working on some of the job sites, wear of the body armor and Kevlar is required. When you arrive, you will be told where exactly it is required since situations change. For civilians, there are no regulations that govern hair length or beard wear, but respect for the local Islamic customs goes a long way to help you maintain a low profile here. For military and civilian personnel the senior Command Sergeant Major appreciates proper wear and appearance of the uniform.

Working at the Afghanistan Area Office (AAO)

Working in this environment is challenging and rewarding. The Corp's primary role here is the reconstruction of the Afghan National Army's infrastructure so that Afghanistan will have a strong and professional national Army as opposed to the fractionalization and civil war caused by decades of warlord-ism. Your assignment may be in **Kabul, Kandahar, Bagram**, or at **one of the many PRTs located throughout the country**. Outside of the Kabul office COE workers share facilities (tents) with military personnel – U.S. and Coalition. Conditions are more austere than Kabul but the work is just as rewarding / important.

We work with several large U.S. primary construction contractors as well as many smaller local and regional contractors (see right). Most of our job sites involve construction of Afghan Army compounds, training areas, ranges, billeting, dining halls, shower points, latrines, roads, sanitation, wells, and support buildings. Our engineers, designers, architects, contract specialists, QAs, and security forces put in long hours at the job sites and then return to the



TAC House for several more hours of office work every night. There are no real days off, except for Friday afternoons and evenings. The days are long, but the mission keeps us so busy that time seems to fly by.



**CDR AAO and MOD Engr General Officer
Discuss methods to Salvage damaged buildings**



ANA Facilities are in Disrepair

To Do List/Important Items

After you get your orders and you know for sure you'll be coming here to Kabul, you should do the following as soon as possible in preparation for the trip:

1) **Get an Official U.S. Government Passport.** Your district or division should have a Passport representative who can assist you in this endeavor. You will need this Passport when you check in for your flight to Germany in transit to Afghanistan. You will also need it upon your arrival in Germany. Civilian employees must have this passport. Military can get by on their orders and military ID card, but an official passport is always handy as a backup. Also, ensure that TAC sends a country clearance notification of your planned arrival to the US Embassy in Afghanistan. Your command can help with this. There are no visa requirements for official travel in support of OEF. The process of obtaining an official passport can take a month or more. There is only one government Passport office, the Special Issuance Agency, that processing the applications and it is in Washington, D.C. Do not attempt to visit your local Passport Office in any other major city. They cannot help you and will refer you to the D.C. office. This will be a "no-fee" passport, but your commander will have to write a letter requesting the official passport and you will have to complete the application and enclose two passport photos. The costs you may incur in getting photos and mailing the application are reimbursable on your travel voucher.

More answers regarding official passports can be found here:

<http://travel.state.gov/sia.html>

2) **Get as many of the immunizations you will need before arriving at the CONUS Replacement Center.** Currently the following vaccinations will be given for those deploying to Afghanistan: Hepatitis A, influenza, typhoid, yellow fever, Td (tetanus-diphtheria), polio, MMR (measles, mumps, rubella), Smallpox. Contrary to popular myth, rumor, and urban legend, Anthrax immunizations are not required for civilian employees traveling to Afghanistan. However, they are required for active duty military. It will do you a world of good to get as many of these shots before you get to the CONUS Replacement Center (CRC) at Fort Benning as possible. A few people who have gotten many (and sometimes all) shots at once at the CRC have fainted or felt queasy during the injections. It's much better to spread them out over a few trips to your local military clinic. Trust us on this one.

This website will provide more medical information for Afghanistan deployments:

<http://www.hooah4health.com/environment/deployment/afghanistan.htm>

!!!Check with your local military health clinic to validate the requirements for all immunizations. Requirements always seem to be changing and the above information may now be somewhat dated. The above website should be a good place to start.

3) **Contact us and let us know you are coming.** We will assign you a point of contact who will answer any questions you may have. At present, please send an e-mail to

Glen.Bassett@tac01.usace.army.mil (LTC Glen Bassett, AAO Operations Officer) and notify him of your assignment and date of arrival. He'll then try and hook you up with a POC who shares your career field if possible and will guide you through the process.

Recommended Packing Items

Weather in Kabul is one of extremes. Depending on the time of year you are coming, you can expect to encounter temperatures ranging from below freezing to 115 Degrees Fahrenheit. There are dust storms that can blow for days and the lack of humidity tends to dry the skin and lead to a hacking cough and sinus problems for newcomers. The rainy season is in the spring and the summers are hot and arid. Afghanistan is a high desert plain with an altitude around 6,000 feet, so it does get chilly in the winter.

You should ensure that your deployment orders read "Excess Baggage Authorized." You will need to claim extra baggage on your travel voucher.

Many people deploying here pack things in a durable plastic footlocker and either ship it ahead of time, or lug it with them on the plane. There are pros and cons to having a footlocker here. While it's nice have a place to lock any valuables in your room, you will have to haul the thing from your home, through the CRC, to the airport and around the world if you don't FedEx it. There is a lot to be said for packing light. It's up to you.

Upon arrival at TAC House you will either be issued a laptop or have a desktop computer in your room with Internet access. There is no real need to bring a personal or work laptop, unless you really want to lug it around.

Life at TAC House is not exactly like roughing it the wilderness. In reality, TAC House is located on two large comfortable estates in Kabul and is considered to be premium military housing here among the deployed community in Afghanistan. The AAO occupies former villas used by CBS News and by the United Nations.

The following packing list is recommended: (Keep in mind that we conduct weekly trips to Bagram AFB where there is a fairly well stocked BX/PX. If you need something, you can always try to find it there.) Note: This is a recommended packing list only. None of these items can be claimed on a TDY voucher as a required expense.

- *3-4 sets of civilian attire. You'll mostly wear Desert Camouflage Uniforms (DCUs) here, but you'll need your civvies if you are stuck waiting for a flight anywhere.*
- *Toiletries/Personal comfort items. 60 day supply.*
- *Shower Shoes. Athlete's Foot. Enough said.*
- *Workout attire (if you are so inclined)*
- *Medications. 60 day supply at least.*
- *Check book (you can cash checks up to \$400 a month at the Kabul Compound and Bagram). You might want cash to purchase items at local bazaars. There are no ATMs. Also, brings lots of one and five dollar bills for the bazaars. Most items cost only a few dollars and it is hard to get change sometimes.*
- *Blanket/Small pillow*

- *Flashlight (power can go out) We find that the little 2 x AA Maglites are handy.*
- *Leatherman/Knife*
- *Military: A comfortable holster for the 9mm Beretta if that is your issue weapon.*
- *Packing tape (it's hard to find here). You'll want to send boxes home.*
- *A small footlocker or lockable container for valuables.*
- *Digital Camera (photo processing for standard cameras is difficult). Sending e-mail pics is a big morale booster.*
- *Laundry bag with your nametape sewn on. Laundry bags all look alike here. Stand out from the crowd and your laundry experience will be much easier.*
- *Desert Cold Weather Boots (if your tour is in the winter, these will be issued at CRC).*
- *Pepto-Bismol/Immodium AD*
- *USACE Safety Helmet*

Beginning Your Journey

Be sure to have four (4) copies of your travel orders with you as you begin your journey to Afghanistan. You may need to show or give a copy to airline representatives, AMC representatives, etc. Also carry your CAC card with you for identity verification.

Transiting Germany

Upon your arrival after your all night flight from the States, you'll be bleary-eyed and confused but don't panic. There is help. Once you get your bags and clear customs (side note: for military, you may have to show your weapon packed away in your bag or in your rifle case to a US Military Police soldier stationed at the customs desk. They will be in plain clothes, but will have their identification handy. **HAVE YOUR PERMIT TO CARRY A WEAPON MEMORANDUM FROM CRC WITH YOU!** This is critical. It will slow you down immensely if you don't.).

After you clear customs, you'll then go through sliding glass doors out into the general ticketing area of the airport. Look for US military in Uniform or the USO and ask them to direct you to the Rhein Main Bus pick up point. It is a group of four benches in the center of airport marked with a sign in English and a US Flag. To get there after customs, take your first left and then another immediate left and you'll see the waiting area to the right in the center of the ticketing area.

If you completely miss the bus, arrive at a crazy hour, or otherwise experience a senior moment, don't panic. Take a taxi to Rhein Main Air Base and make your way to the AMC (Air Mobility Command) Flight Terminal. Do not attempt to process into the 64th Replacement Company at Rhein Main. That is for people PCSing to Germany only. They will only refer you elsewhere and will give you a puzzled look.

Upon arrival at the AMC flight terminal, you'll need to clear security just like a civilian airport. If you are transporting a weapon, you'll need to tell them that so they can secure it while you are in the terminal. Giving them a hard time about this is

useless. The guard force is contracted out and not military and AMC hasn't yet figured out that people who go to combat zones occasionally carry guns.

Once inside, proceed to the counter and ask when the next flight to Bagram is. Depending upon the day of week, you may get a flight out later that day, and you may not. If you do, you will be the rare exception. If you don't, relax. You may be in Germany for a few days. If you cannot catch a Bagram flight after three days of trying, find out when the next Kandahar flight is and take that. There are daily rotator flights from Kandahar to Bagram, but going through Kandahar can also entail delays, so it is only a worthwhile move if the Bagram flights are really scarce.

If there aren't any flights that day, proceed with your luggage (rent a push-cart at the terminal) to building #340 (Billeting), a nice walk across the installation. Tell them you need a room in "Transient Billeting" and they will most likely assign you to building #350, another nice walk across the compound. Don't forget to sign for your linen and towels. There are free laundry facilities, soda and snack machines, and a TV room in Bldg 350. If you are transporting a weapon, you must check it in for storage with the Air Force Security Police Armorer located in the basement of bldg #343. You will sign in your weapon there and get a receipt. When you do get a flight out, you simply go there (24 hours a day) and sign your weapon out.

Rhein Main also has a BX, Commissary, Bowling Alley, Movie theater, car rental counter (AMC terminal), Internet Café, Sport's Bar, and an all ranks club called the "Zeppelin Haus" that serves a decent breakfast and has a friendly bartender in the evenings who will listen to your tales of travel woe. There is also an Army dining facility across from the air terminal. If you want to call the U.S. the cheapest method is to go to the MWR building across the street from Bldg 350. There you can buy a German prepaid calling card called "go bananas" (no kidding). Using one of two phones in the MWR or your room phone you can call the U.S. for 5 cents per minute (\$6.00 for a 100 minute calling card).

You should check with the AMC terminal folks often to see when flights are available. Some folks have attempted to take other flights to other areas of Afghanistan like Kandahar and Kabul Airport when Bagram flights are in short supply, but these destinations are not advised unless your wait at Rhein Main stretches longer than three days. It is better in the long run to wait on the Bagram flight since you will need to process in there for finance (for military pay) and since the CJ7 (Engineers) at Bagram can arrange for your transportation to Kabul via convoy. Flying into Kandahar will entail you catching a rotator flight up to Bagram and you will be at the mercy of their flight schedules, just like the terminal back at Rhein Main. In the past some folks in the same group took a flight a day ahead of others in the group who waited on the Bagram flight and they both arrived in Bagram at the same time. As they say in Germany, "*Es Macht Nichts*" (It just doesn't matter.)

In summary, if your wait at Rhein Main exceeds three days, then take a flight to Kandahar if that flight is available. **Do not fly into Kabul airport.** The air terminal staff at Kandahar will get you to Bagram. This is the commander's policy.

** **NOTE:** Bring a blanket, sleeping bag, or heavy coat in your carry-on bag from Germany to Afghanistan. If you get on a C-17 flight it can get cold and it is better to be safe than freezing. A poncho liner that is issued to you at CRC can be packed into a small area and keep you warm on the flight. Also, sometimes the crew will pass out earplugs to passengers, sometimes not. Bring a set of earplugs with you in case you are on a flight where they do not provide them.*

*** **NOTE:** There is now a channel flight from BWI to Manas International Airport in Bishkek, Kyrgyzstan, with a connecting flight into Bagram.*

Arrival in Afghanistan

Once you finally arrive in Bagram, you will need to process in at the AMC Terminal and then let us know you've arrived. If you arrive later than 2300 hrs, it's best to wait until morning to contact us since most folks will be asleep. There will be a DSN phone line in the terminal. **You can reach TAC House by dialing 312-265-3447.** This number will route back through TAC in Winchester and then down through our satellite. If you can't reach us via DSN, see the CJ7 in Bagram and they will call via Iridium, or you can send LTC Glen Bassett, the Operations Officer, an e-mail at Glen.Bassett@tac01.usace.army.mil from CJ7. CJ7 (CJTF-180 Engineers) is a short walk from the terminal, but you should be able to call them from the terminal also. There will be a phone directory near the phone inside the terminal. If you cannot reach them on the phone, just walk up the road away from the airstrip and make your first left into the first guarded compound you see. You'll need to show the US Military guard your government ID and then he will call CJ7 and they will send an escort. You can leave your bags at the terminal or have someone in your group watch the bags while you go to CJ7. CJ7 personnel will be there 24 hours a day and will contact TAC House to let us know you have arrived. If you arrive late in the day or in the evening, grab a cot in the transient billeting area directly across from the flight terminal door and get some sleep. There are separate areas for males and females. The dining facility tent is located within walking distance on Disney Road. Ask any soldier you see and they'll direct you there. Breakfast, lunch, and dinner meals are now served. Be patient for transportation to take you from Bagram to TAC House in Kabul. With the requirement for two weapons per vehicle AAO must rely on other units to transport personnel to Kabul. Remember you are in a Combat Zone and transportation must be coordinated and safely executed. The journey to Afghanistan is half the adventure. It's certainly not like booking a United Flight to Maui. You will be amazed at the duration and weariness of the journey. Maintain a good attitude and savor that experience. Not many Americans get to serve their country in such a meaningful way. Personnel working in the field offices will spend roughly one week at the AAO in Kabul for orientation prior to moving to their final duty location via MILAIR. For further info, go to this web site

([More Information on Afghanistan](http://reference.allrefer.com/country-guide-study/afghanistan/)):
<http://reference.allrefer.com/country-guide-study/afghanistan/>



The Original TAC House and Motor Pool

TAC House and TAC House II Rules

1. For command and control purposes everyone is assigned to a squad and each squad has assigned duties and a clean-up area. Weekly formation is conducted on Wednesday.
2. Remember your consideration of others (CO2) training. Treat people as you would want to be treated. Go out of your way to be courteous and considerate – regardless of your grade or position. Learn to overlook small issues and your time here will be more enjoyable for everyone.
3. If you snore – let us know before your room is assigned. **If you don't tell us or don't know or just start snoring don't be upset when you are moved.**
4. Cleaning-up in your squad's area is your job as well as everyone else's.
5. Wear DCUs/BDUs and flack vest when off of a US controlled compound.
6. Travel in Kabul and to Pol-e-Charkhi / **Darualaman** - Always travel in groups of two or more with **at least one member of the party being military with a weapon.**
7. Travel outside the Kabul / Pol-e-Charkhi / **Darualaman** area – Requires two shooters, one with a long rifle in each vehicle and at least two vehicles.
Communication between vehicles, GPS, and at least one Iridium.
8. Wear hard hats or helmets on construction sites.
9. All vehicle keys go on the hook in the office as soon as returning home. Remember to clean out and wash your vehicle after completing usage.
10. Pick up trash. Use trash cans. If its on the ground / floor and shouldn't be – pick it up and put it where it belongs – often that means the trash.
11. Meal hours are; Breakfast 0630 to 0730, Dinner 1730 to 1830. Friday dinner is about 1630 as we **gather for the** cook-out. Sunday evening meal is 1630 to allow for the evening construction meeting and for folks to go to worship services. Lunch is not served. Eat what is left out or provide yourself. Do not get into kitchen food stores to make a lunch.
12. Do not take individual portions out of the pantry, bring the case-box and restock.
13. Obtain blue chemical light stick to permit emergency access to US Embassy. After dark but before 2200 hrs display blue light stick to gain entrance.
14. Use bottled water for drinking and brushing teeth.

15. Conserve water use. Limit showers to 10 minutes in the mornings and be considerate for those who follow you by limiting hot water usage.
16. Do not leave personal toiletries or used water bottles in the bathrooms.
17. Keep the doors and windows closed. Flies and dust are problems.
18. General Order No.1 – No alcohol while in theater. Not at all, even when visiting homes, restaurants, or other compounds.
19. Cover computers keyboards when not in use. Dust is a problem.
20. Environmental Morale Calls – use common sense – keep them short and not frequent – but as needed to keep the family informed. If you are someone that often catches a hard time for your decisions, you should consult someone before making calls.
21. Every new person will be handed a phone and told to call home upon arriving TAC house the first time to make sure family knows he / she has reached final destination (give mailing address). Just ask for it!
22. Be careful about purchasing clothing, footlockers and supplies and claiming on Travel Vouchers – only items authorized on your orders will be reimbursed – the rest you have purchased with your money.
23. Instructions for the house and yard Local National (LN) workers should be routed through the house manager.
24. Requests for supplies / items from Winchester should be routed through the house manager. (less contract specific documents).
25. The First Sergeant will walk-thru the TAC House as needed to ensure occupants are maintaining their living area and that all furniture is in good working order. Remember, the rats you attract will affect your neighbors.
26. No smoking in any buildings. It's a fire hazard and the residual smell requires extensive/costly cleaning.
27. We are not fully staffed so be a team player and be prepared to pitch in.
28. Finally, look out for each other.

TAC House Phone List

Note: To call any cell phone number listed here from the States, the caller should dial 011-93-70-XX-XXXX. You must drop the first zero from the number as listed below and add the international prefix (011) and the country code for Afghanistan (93). For example, the Commander's number is 011-93-70-29-4272. The commander supports morale calls using the satellite phone within reason (see TAC House Rules).

Afghanistan is 8.5 Hours (9.5 during day light savings) ahead of Eastern Standard Time. In an emergency, the best way for family members or significant others to reach anyone at TAC House is first via cell phone and next through the TAC Emergency Operations Center in Winchester, Virginia. The EOC will then immediately contact the AAO via most expeditious means (including satellite phone) and either patch the caller through or relay a message. The TAC (Winchester) EOC 24/7 Phone number is: (540) 665-3950. The AAO DSN Office number is: (312) 265-2041. The AAO Commercial Number is 540-665-2041 (Will route through Winchester).

CORPS OF ENGINEERS	POSITION	CELL PHONE	ROOM PHONE	E-Mail Address
COL Conte, Richard	Cdr TAC-AAO	070-29-4272	540-665-3444	Richard.Conte@tac01.usace.army.mil
LTC McCall, Robert	Deputy Commander	070-29-6629	540-665-3456	Robert.McCall@tac01.usace.army.mil
LTC Bassett, Glen	Operations Officer	No Phone	540-665-3445	Glen.Bassett@tac01.usace.army.mil
MAJ Demarais, Mitch	PRT (FET)	070-20-4593		mitch.demarais@us.army.mil
MAJ Schumacher, Bob	MPW (FET)			Bob.Schumacher@us.army.mil
CPT Bartley, Andy	M I Officer	070-20-2967	540-665-3463	Andrew.bartley@tac01.usace.army.mil
CPT Ferron, James	MPW (FET)			James.ferron@us.army.mil
SFC Wills, Kathleen	Sr. NCO	070-29-2963	540-665-3457	Kathleen.M.Wills@tac01.usace.army.mil
CPT Kushniruk, Craig	Proj Engr, Pol-e-Charkhi	NONE		Craig.D.Kushniruk@tac01.usace.army.mil
1LT Connelly, Sean	Proj Mgr KMTC			Sean.m.Connelly@tac01.usace.army.mil
Burford, David	Area Engineer	070-20-6626	540-665-3454	David.A.Burford@tac01.usace.army.mil
Maj, Ron	Program Manager			Ronald.j.maj@tac01.usace.army.mil
Call, Bret	QA Pol-e-Charkhi			Brett.e.call@tac01.usace.army.mil
Bichanich, Daniel	QA Pol-e-Charkhi			Daniel.t.bichanich@tac01.usace.army.mil
Fisher, Billy	QA Area Office Spt			Billy.w.fisher@tac01.usace.army.mil
McCleaf, Greg	Resident Engr, Bagram			Gregory.w.mccleaf@tac01.usace.army.mil
Nicholson, John	CREST, Real-Estate	070-20-2982		
Mendenhall, Earnie	QA, Bagram			Earnie.Mendenhall@tac01.usace.army.mil
Duff-Arnold, Andrea	Office Engineer	070-20-2983	540-665-3457	Andrea.Duff-Arnold@tac01.usace.army.mil
Hamilton, A. Shawn	QA			A.Shawn.Hamilton@tac01.usace.army.mil
Betts, Howard	QA, Bagram			Howard.betts@tac01.usace.army.mil
Funt, Brad	Resident Engineer			Bradford.c.funt@tac01.usace.army.mil
Leite, Doug	Resident Engr Darulaman	070-29-6617	540-665-3451	Douglas.f.leite@tac01.usace.army.mil
Smyth, Kevin	QA, Darulaman			Kevin.p.smyth@tac01.usace.army.mil
Walker, Marybeth	QA, Darulaman			marybeth.walker@tac01.usace.army.mil
Sampsel, Pat	Resident Engr KMTC			Pat.sampsel@tac01.usace.army.mil
Shivers, Bert	QA, KMTC			Bart.d.shivers@tac01.usace.army.mil
Lease, Joe	QA, KMTC			Joseph.d.lease@tac01.usace.army.mil
DeVillasee, Adrian	QA, KMTC			Adrian.b.devillasee@tac01.usace.army.mil
Shipley, Webster	Sr Project Engr Kandahar			Webster.e.Shipley@tac01.usace.army.mil
Leigh, Bill	Office Engineer			Billie.r.leigh@tac01.usace.army.mil

Mack, Jim	Contracting Officer			James.mack@tac01.usace.army.mil
May, Jeff	Contracting Officer			Jeffrey.b.may@tac01.usace.army.mil
Lee, Cindy	Program Analyst			cynthia.g.lee@tac01.usace.army.mil
Mathews, Tim	Proj Mgr Pol-e-Charkhi			timothy.w.mathews@tac01.usace.army.mil
Walls, Brian	Proj Mgr KMTC			Brian.walls@tac01.usace.army.mil
LCDR Harris, Gregg	Proj Mgr Darulaman			Greg.harris@tac01.usace.army.mil
Shirley, T.E.	PM, Kandahar/Bagram			Terry.e.Shirley@tac01.usace.army.mil
LTC Jon Willingham,	Proj Mgr, USAID			jonathan.w.Willingham@tac01.usace.army.mil
Beauchamp, Jodi	Proj Mgr, FY04 Prog			Jodie.d.beauchamp@tac01.usace.army.mil
Nawabi, Ehsan	Proj Engr R & Bridges	070-20-2964		Ehsan.Nawabi@tac01.usace.army.mil
Ruff, Roy	QA, Kandahar	070-29-6695		Roy.Ruffjr@us.army.mil
Pisarski, Dawn	Proj Engr Pol-e-Charkhi			Dawn.m.pisarski@tac01.usace.army.mil
Ruzicka, Vincent	QA, Darulaman	070-20-2986		Vincent.L.Ruzicka@tac01.usace.army.mil
Sherman, James	Systems Administrator	070-20-2966	540-665-3459	James.Sherman@tac01.usace.army.mil
Springer, Mark	QA Pol-e-Charkhi			Mark.H.Springer@tac01.usace.army.mil
Bobotas, Lisa	MPW Mentor			Lisa.a.bobotas@tac01.usace.army.mil
Holcomb, Stacy	MOD Mentor	070-29-4272	540-665-3452	Stacy.a.Holcomb@tac01.usace.army.mil
Drake, Lanier	Facility Engr			Lanier.p.drake@tac01.usace.army.mil
Burns, Mitch	Mech Engr			Mitchell.j.burns@tac01.usace.army.mil
Wylie, Delray N.	Electrical Engr			Delray.n.wylie@tac01.usace.army.mil
Marcell, Tony	QA, Kandahar PRT			Anthony.b.marcell@tac01.usace.army.mil
Hoshman, Bob	QA, Kandahar PRT			Robert.hoshman@tac01.usace.army.mil
Duncan, Dale	QA , Pol-e-Charkhi			Dale.Duncan@tac01.usace.army.mil
ISAF	Quick Reaction Force	070-29-4825 070-28-2757		
Embassy of U.S.	Operator	020-29-0002		
TAC Compound	House	070-29-6630	540-665-2041	

TAC House Room Assignment Policy

Every effort will be made to ensure all occupants of TAC House have acceptable living conditions that meet their expectations and provide rooms of the same level of quality for all assigned personnel. Unfortunately due to resource shortages not all personnel will occupy a single room. When single rooms become available and all personnel in priority 1 thru 4 have been given the opportunity to occupy a single room, the next person on the order of merit list will be offered a single room.


The AAO chain of command will do their best to satisfy requests for roommate changes as long as all parties affected agree to the changes. When the next person on the order of merit list has the opportunity to occupy a single room and accepts it, there will not be a shift of all personnel with regards to accommodations occupancy. The person left occupying a double room will receive another roommate at the next possible time, depending on his/her ranking on the order of merit list. Personnel will not be required to change rooms every time there is a shift in personnel. Again, if a change is desired, and all affected parties agree to the arrangement, the situation may be brought to the attention of the personnel managing room assignments and they will make a decision. In an effort to be fair the following personnel will manage room assignments: (1) Deputy Cdr; (2) Area Engineer; and, (3) Senior NCO. These rules are not all inclusive due to the reality of work here in Afghanistan. For example: (1) Incoming female personnel assigned for four months may require a single room if a female roommate is not available; (2) TDY visitors and overflow from OMC-A may also affect the process; and, (3) AAO personnel temporarily assigned out of the Kabul area who return are inserted in the order of priority list by date of arrival in country.

Priority for Single Rooms:


1. *Commander*
2. *Area Engineer*
3. *Deputy Commander*
4. *Personnel assigned in Kabul for 12 months*
5. *Personnel by time in country*

One must remember that personnel assigned to the AAO have some of the best living accommodations in the Theater, so be patient and the chain of command will do their best to ensure all personnel are taken care of. Additionally, a move to consolidate U.S. Forces in the Kabul area may result in the closing of TAC House in mid to late 2004. These plans remain fluid but future employees need to understand that the Commander will do everything within his power to obtain the highest quality of life possible for those supporting AAO.

AAO Overview Briefing



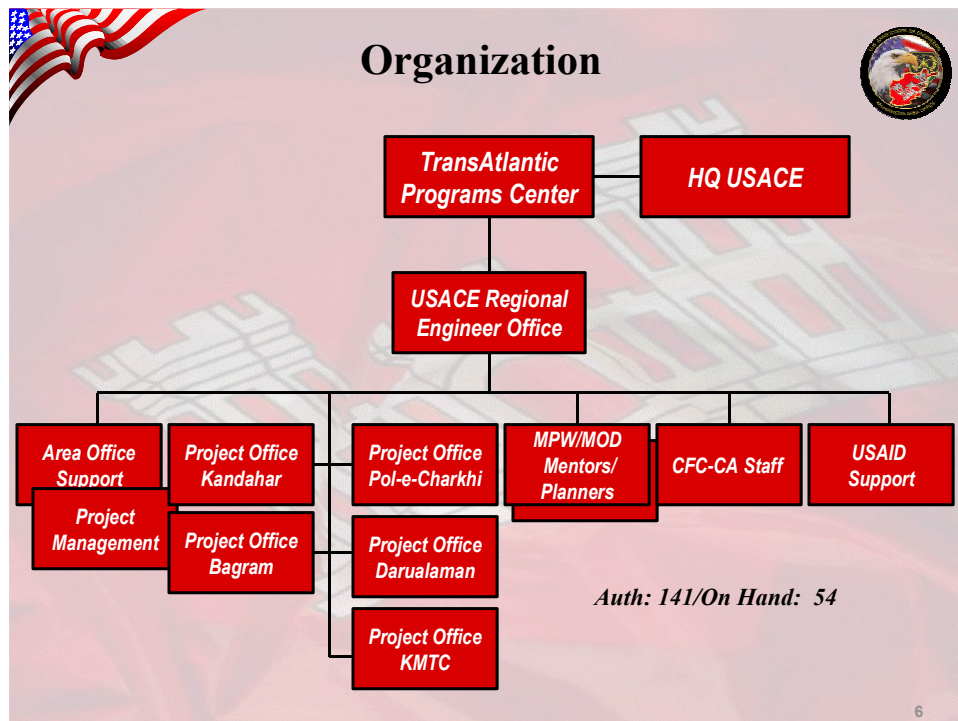
AAO Mission



To provide first quality engineering services to support the Nation's security, economic, and international objectives.

- Provide comprehensive engineer support to promote the objectives of Commander CFC-CA.
- Design and manage construction of military facilities in theater.
- Provide design and construction management support to the Defense Department, other Federal agencies, foreign governments, international organizations, and U.S. firms overseas in support of U.S. interests and foreign policy in Afghanistan.

5





Operational Environment



- Cultural sensitivities
- Workload
- Unskilled work force
- No contracting or banking systems
- Lack of construction capacity



- Transportation of equipment & materials
- Non-existent infrastructure
- Poverty = Corruption
- And Kabul is in “Good” shape...

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Kabul Construction



Locations	# Bldgs Renovated	Square Meters	# New Bldgs Constructed	Square Meters	# Bldgs Under Construction	Square Meters
<i>Palace</i>	5	9,340	2	1,225	0	0
<i>CGSC</i>	1	2,300	0	0	1	52
<i>Darualaman</i>	0	0	0	0	56	31,902
<i>KMTC</i>	10	15,100	7	10,510	2	5,200
<i>Engr Compound</i>	2	6,858	0	0	0	0
<i>Pol-e-Charkhi</i>	52	25,758	88	45,418	50	38,803
Total	70	59,356	97	57,153	109	75,957



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AAO Road Ahead



- ✓ Critical Time in Afghan history
- ✓ Critical time in AAO history
 - Assigned Personnel Increase
 - Expanding role
 - Transition to “District Forward”
 - Construction outside Kabul
- ✓ Construct a “Consolidated Kabul Compound?”
- ✓ Roads/Reconstruction Program for Afghanistan
- ✓ AAO Support to PRTs/AID programs

FY04 ANA Program - \$300M+
FY04 MILCON/OMA - \$80M+

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Commander's Personal Philosophy



- Treat your fellow employees with respect
- Be proactive and not reactive
 - *Empowered employees have situational awareness, know their lane, and know their job*
 - *Don't ask “what is my job” – look for “what needs to be done”*
- I'd rather see errors of commission rather than omission
- Look out for and take care of your fellow AAO team members
- Mission first, troops always
- Pitch in when things need to be done
- Do your best, have fun, and above all -- *maximize the learning experience of working at AAO*

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AAO support to Greater Afghanistan

With the success of construction and the operational stand-up of the ANA in Kabul, AAO operations are moving to areas throughout Afghanistan. Our projects will support not only DoD but also the DoS through USAID construction projects. The complexity of these projects and the challenges associated with working in these remote areas will require COE personnel capable of operating on their own with limited daily guidance from the AAO in Kabul.

Bagram Air Field (BAF). As the USACE AAO expands support throughout Afghanistan, future employees can expect to live in more austere conditions than those found in Kabul. At Bagram COE personnel will live in tents but enjoy amenities such as three hot meals per day, gym, PX, and the ability to conduct Physical Training outdoors. The AAO field office supporting U.S. operations at BAF will consist of four personnel: Resident Engr, Project Engr, and two QA Inspectors. Current projects include a Joint Operations Center, expanded Administrative Space/billets, and a Sewage Package Plant. Modular housing construction is also being explored for the future.



Kandahar Air Field (KAF). Kandahar is a major city located southwest of Kabul. It is a two-day drive or a 1.5 hour flight by C-12. Currently all personnel reside in tents, but in Sep 03 TAC awarded a \$26M project to Contrack International to upgrade billeting to modular housing. With additional funding 4,500 personnel will have a significant QOL upgrade. Like Bagram Air Base the U.S. forces stationed at KAF are stationed adjacent to the airfield and live/work in tents or facilities leftover from the Soviet occupation of the 1980's. The AAO field office supporting U.S. operations at KAF will consist of three personnel: Resident Engr, Project Engr, and a QA Inspector. Additionally support to construction of an ANA Brigade will require six personnel: Resident Engr, Project Engr, QA Inspectors (2), LN QA/translator, and a security specialist.

AAO Support to the Provincial Reconstruction Teams (PRTs). The teams have two basic functions: (a) to help strengthen the Afghan central government's influence, credibility, and ability to operate in the countryside; and, (b) to assist in the removal of regional causes of instability, thus promoting development of a more secure environment that can better facilitate the reconstruction activities of a broad range of actors.



Activities through which PRT aims are to be achieved include: (a) establishing relationships with key government, military, religious, and other leaders in order to influence their conduct; (b) monitoring and reporting on critical developments in the security sphere, and possibly providing support and



assistance, where feasible, to the Afghan government's and UNAMA's security activities; and (c) coordinating Coalition civil-military operations – including some reconstruction activities undertaken directly by the PRTs – through engagement and information exchange with responsible Afghan government officials, UNAMA, and the assistance community, to better ensure that Coalition activities promote Afghan government priorities with minimal duplication of effort with the assistance community. AAO is providing critical support to the PRTs in FY04 by using their locations to facilitate expansion of the ANA. AAO is currently planning on basing COE personnel at three PRTs in FY04 (Kandahar – Gardez – Ghazni). Each team will consist of as a minimum a Project Engineer, QA inspector, and local national QA/translator. These personnel will manage construction to support the new ANA footprint. COE team members residing with the PRT will live in tents or hardened facilities the PRT has leased. Meals range from the Army T-rations, MREs, to fresh rations flown in weekly from Kandahar or Bagram. Availability of telephone and the Internet will be limited so teams will be given Iridium phones. The PRTs will provide security for COE personnel.

Inter-Agency Support. Integral to the success of the U.S. Foreign Policy for Afghanistan is implementation of infrastructure improvements to support the Government of Afghanistan. These projects are predominantly funded by the U.S. Agency for International Development (USAID) and donor Nations. Reconstruction for the country's principal road system is the key to Afghanistan's economic recovery. Rebuilding the transportation infrastructure will enable the movement of people, aid resources, and farm and trade goods—all essential to Afghanistan's development. The AAO TDA has 8 COE and 2 local national positions authorized to support USAID Afghan projects. USAID construction projects will include: roads, bridges, irrigation projects, schools, and clinics.



One of the most significant and complex project is the construction of a bridge across the upper reach of the Amu Darya (Amu River) linking Tajikistan with Afghanistan. The scope of work consists of a two-lane Class 40 bridge with pedestrian walkway. The gap will require a bridge length of 350 to 850 meters, depending on final site selection. Approaches to the bridge will be paved (approximately 6 km total). Cost estimates put the bridge cost at \$12 to \$25 million. The approximate construction time is 18 months to 2 years. Eight AAO personnel along with two local nationals will work on this project.

Again, we thank you for volunteering to be part of the AAO team. You will be an integral part of the history of the new Afghanistan and our fight against terrorism –
Essayons!

Welcome to the AAO!



**U.S. Army Corps of Engineers
Afghanistan Area Office**



Essayons! – 7 December 2003